

ADDRESSING AND PREVENTING WORKPLACE HARASSMENT AND DISCRIMINATION

ABSTRACT

The Anti-Harassment Interdepartmental Team (IDT) offers the following report and recommendations as a starting place to be further developed and explored. Recommendations are built upon ten foundations outlined in the Approach section and presented in the areas of Commitment and Accountability, Policy, Reporting, Training, Continued Work, and Areas for Further Review and Consideration.

Anti-Harassment
Interdepartmental Team (IDT)
July 2018



City of Seattle

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Thanks to Anti-Harassment Interdepartmental Team:

Adrienne Thompson	Linda Elwood
Andrea Ramirez	Loren Othon
Amy Bowles	Mariko Lockhart
Andrea Scheele	Mark Watson
Andy Lu	Mary Keefe
David Ingram	Natalie Hunter
Evan Chinn	Sarah Butler
Faride Cuevas	Steve Kovac
Felecia Caldwell	Tia Jones
Jane Park	Travis Taylor
Lee Colbert	

Special Thanks to:

Afam Ayika	Mushka Rohani
Brenda Anibarro	Patty Narvaez-Wheeler
Deborah Jaquith	Shannon Perez-Darby
Elsa Nakahara	Shontina Vernon
Jimmy Hung	Simone Goldman
Joyce Davis	Stefani Thornton
Kim Dow	Sue McNab
Kyana Wheeler	Tamar Zere
Lady Anderson	Tina Devrin
Marcel Baugh	Valery Richardson
Merril Cousins	Yunuen Castorena

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Executive Summary

An Anti-Harassment Interdepartmental Team (IDT) was formed in March 2018 to study the City of Seattle's current practices of responding to and preventing workplace discrimination and harassment, with the charge of providing recommendations in the areas of policy, reporting, and training. The 21-person team was carefully and intentionally selected to include voices of some of those most impacted, and representation from various entities including: The Seattle Silence Breakers, the Coalition of Affinity Groups Against Racial Harassment, Mayor's Office and Council Representatives, Labor Partners, Race and Social Justice Initiative (RSJI) Change Teams and Race and Social Justice (RSJ) Affiliates. The resulting membership reflects diversity of age, gender and race. Departments represented range from large utilities to smaller offices to non-executive departments.

As a part of an initial review, the Anti-Harassment IDT collected and reviewed City of Seattle Personnel Rules, Department policies, other municipal county and city policies, and survey data of key stakeholders to assess past experiences and current processes, identify gaps and disparities, and to determine barriers to reporting harassment and discrimination.

Overall, we heard consistently that very often employees do not feel heard, and are further victimized in the process, where they fear and experience retaliation and marginalization in the process of addressing their experience. It also became apparent in our review that Human Resources staff are under-resourced and are often unable to effectively investigate and respond to complaints in a timely and equitable manner.

The resulting recommendations take into consideration the U.S. Equal Employment Opportunity Commission (EEOC) 2016 Select Task Force report on the Study of Harassment in the Workplace, employee feedback collected via the RSJI Employee Survey, and specialized focus groups.

This document focuses on addressing and preventing workplace discrimination and harassment by providing strategic recommendations focusing on Continued Work, Commitment & Accountability, Policy, Reporting, Training, and Areas for Further Review & Consideration. Recommendations are shared with a deliberate foundation of racial equity. The Anti-Harassment IDT developed 35 recommendations, 125 strategies, and suggests areas for further review and consideration. Suggested strategies are outlined for each recommendation and rated for implication including *immediate* in 2018, *midterm* 2019, and *long-term* beyond 2019.

As this information is substantial, four priority areas are highlighted for immediate implementation under the headings of Accountability and Values, Central Hub, Independent Advocate System, and Comprehensive Training.

ACCOUNTABILITY & VALUES

- Creation of department accountability measures to set expectations for a workplace free of discrimination and harassment.

- Multiple strategies to communicate City values, vision, and expectations.

CENTRAL HUB

- Establish an independent entity to support Citywide intakes, investigations, and review to replace existing system. Communicate and educate on multiple entry points and resources for support.
- Ensure options to be anonymous, confidential, rooted in RSJ, independent, and relational.

INDEPENDENT ADVOCATE SYSTEM

- Launch an advocate system to support employees through the intake, reporting, investigation, resolution, and aftercare processes.
- Advocates will be survivor-centered, competent, passionate, RSJI-trained, skilled in trauma-informed care practices and not mandatory reporters.

COMPREHENSIVE TRAINING

- Provide and require comprehensive education on prevention and response of workplace discrimination and harassment at all levels.

The recommendations were designed to enable greater accountability, culture change, reframing, resourcing, and systemic change. We offer these recommendations as a necessary starting place. We encourage the City to commit ongoing funding, staffing, time, and accountability measures to sustain prevention efforts and address workplace discrimination and harassment with the goal of ensuring respectful and equitable treatment of all our employees. Creating a welcoming, inclusive, and safe work environment, where everyone can do their best work, is a minimum standard that we can hold ourselves to as a City.

Recommendations for Addressing and Preventing Workplace Discrimination and Harassment

Introduction

Acts of discrimination and harassment have a harmful legacy globally, locally, and within the City of Seattle. Despite current policies, reporting, and investigation processes created to address and discourage workplace harassment at the City, data gathered through the citywide Race & Social Justice Initiative (RSJI) Employee Survey, focus groups, as well as stories shared by current and past employees speak of workplaces in which racial and sexual discrimination and harassment, including constant intimidation, mistreatment, exclusion, invisibility, and hostility, among other misconduct, proliferate. For this narrative to change, the City must shift its approach, so all employees can work in an abuse-free environment.

Despite policies and procedures in place to address these concerns, an overwhelming majority of employees choose not to report due to fear of retaliation, lack of trust in the process - specifically in Human Resources (departmental and Seattle Department of Human Resources), lack of information, legal constraints, and the need for basic survival. This is reflected through testimonials from groups like the Coalition Against Racial Harassment and the Seattle Silence Breakers, through the RSJI employee survey, employee engagement surveys, focus groups, and input sessions we conducted. The City's well-intended efforts to lead with race and social justice have not yet ended the mistreatment and harm that employees experience. As a City, our approach must strengthen and move toward engaging

employees who are most affected by discrimination and harassment because of the real ways that all forms of oppression¹ (e.g., racism, sexism, transgender oppression, heterosexism, classism, ableism, ageism/adultism, religious oppression, etc.) reflected in society are experienced by City of Seattle employees at work. We take an intersectional view based on data, which means we acknowledge and prioritize the multiple forms of harassment and discrimination suffered by women of color employees. This work requires skilled practitioners

"I've been in the department for 5 years and the culture of my environment has been harassment on multiple levels and occasions. I've sought assistance through mediation, through my union stewards and rep and have spoken with my management on multiple occasions. It appears that nothing has ever happened as the behavior continues and happens primarily to people of color, primarily women of color."

-RSJI Survey Participant

¹ Please note: **Oppression** is multifaceted and is built upon historic and societal influences which manifests through racism, white privilege, and immigration status. It includes multiple characteristics of specific forms of oppression (e.g., racism, sexism, transgender oppression, heterosexism, classism, ableism, ageism/adultism, religious oppression, etc.). As oppression is expansive, we would like to recognize this list is not comprehensive and should not be considered as so.

Adams, M., Et.al. Teaching for Diversity and Social Justice. Second Edition. Print. 2007.

that can demystify things for all employees, so we can create a safer work environment both upstream (prevention) and downstream (when discrimination and harassment are already operating, and harm is actively being done).

In many ways we have failed our employees, and failed our Human Resources professionals, by not providing adequate training, updates to our workplace expectations Citywide, or adequate resources to address complaints of misconduct and meaningful prevention efforts. As a society and more specifically, as a City, we can and must do better.

“Someone needs to look into (my department) and hold management accountable for the harassment that’s going on from them. 80% of the people that have worked for 12 years are being pushed out.”

-RSJI Survey Participant

About the Anti- Discrimination and Anti- Harassment Interdepartmental Team

Anti-Harassment Interdepartmental Team

To begin to improve the culture and address harmful practices within the City of Seattle workplace, an Anti-Harassment Interdepartmental Team (IDT) was formed. The 21-person team was carefully and intentionally selected to include voices of some of those most impacted, and representation from various entities including: The Seattle Silence Breakers, the Coalition of Affinity Groups Against Racial Harassment, Mayor's Office and Council Representatives, Labor Partners, Race and Social Justice Initiative (RSJI) Change Teams and Race and Social Justice (RSJ) Affiliates. The resulting membership reflects diversity of age, gender and race. Departments represented range from large utilities to smaller offices to non-executive departments.

The team participated in a three-day orientation designed to establish a foundation of shared knowledge and understanding of sexual harassment and discrimination and a grounding in racial equity analysis. Mayor Jenny Durkan gave the IDT its charge, emphasizing the importance of our work to the future of City government when addressing the group during the March 21-23, 2018 kick-off. The Mayor set the vision for creating a workplace that is safe for and respectful to all. Councilmember Teresa Mosqueda spoke to the group and highlighted the goal to address the spectrum of unwelcome behavior and the need to create policies and practices that address inappropriate behaviors before they become harassment or assault. Seattle Office for Civil Rights (SOCR) RSJI Strategic Advisor, Kyana Wheeler, presented on power dynamics and discussed how we lead with race in the IDT.

The kick-off created the opportunity for the team to know each other, not just as professionals, but more importantly as people, so we could address issues involving personal experiences and painful trauma in an environment of trust and compassion. Moreover, the time together helped the team understand the history and current landscape of harassment and discrimination and defined its role in providing equitable recommendations to improve harassment training, reporting procedures, and personnel rules. Over the three days and in the weeks following, the team agreed that to address sexual harassment and discrimination, racial harassment and discrimination, as well as power dynamics, would have to play a huge role in developing recommendations.

The following recommendations were designed to enable greater accountability, culture change, reframing, resourcing, and systemic change. We offer these recommendations as a necessary starting place. We encourage the City to commit ongoing funding, staffing, time, and accountability measures to sustain prevention efforts and address workplace discrimination and harassment with the goal of ensuring respectful and equitable treatment of all our employees. Creating a welcoming, inclusive, and safe work environment, where everyone can do their best work, is a minimum standard that we can hold ourselves to as a City. We have been heavily invested for well over a decade in uprooting systemic institutional privilege and white supremacy culture in City government, and we believe these recommendations support the City in moving forward even further to achieve our goal. Current events and feedback from

our own employees have shown us that to address systemic issues, the City must intensify its focus on gender and racial discrimination and harassment prevention.

Vision

As members of the Anti-Harassment IDT, we envision a City workplace, environment and culture that is free of oppression and abuse, where employees are valued for who they are and can do their best work.

Mission

The mission of the Anti-Harassment IDT is to create an open and equitable workplace, by fostering civility and respect, and minimizing harm, to encourage workers' ability to serve by eliminating a culture of discrimination and harassment in its many forms, through restorative practices, trauma informed approaches, and an understanding that to be effective at such aims, a mindset geared towards continuous growth is needed.

Purpose

In March of 2018, Mayor Jenny Durkan and Councilmember Teresa Mosqueda co-convened the Anti-Harassment IDT to identify areas for improvement, and to make specific recommendations on both short-term and long-term policy changes, to achieve strong anti-discrimination and anti-harassment outcomes for the City of Seattle.

Outcomes

The Anti-Harassment IDT was tasked to focus on and provide recommendations on the following areas:

1. **Training:** Updates to current trainings and the development of new trainings, such as bystander and witness trainings, for employees at all levels.
2. **Reporting Mechanisms:** Improvements to current reporting or the creation of new or additional reporting structures.
3. **Personnel Rules - Discrimination and Workplace Harassment:** Potential updates or revision to the Personnel Rules.

Racial Equity Foundation

The Anti-Harassment IDT developed recommendations based on a racial equity foundation, with the purpose of repair and restoration, so that racism and other forms of oppression do not affect the opportunities for personal healing by those impacted by discrimination and harassment.

The development of these recommendations leads with a foundation that:

- Honors everyone's humanity as targets/complainants/witnesses/aggressors and remains mindful to the historic and documented over-punishing of People of Color (e.g., Native Americans, African Americans, immigrants of color, etc.);

- Considers peer advocacy, by people who understand participants' lived experience (specifically people who are customarily minoritized) and models an intersectional approach within the creation and application of recommendations;
- Considers the racialized experience of people involved in instances of discrimination and harassment and seeks to solve for how racial inequities can be resolved while addressing white supremacy culture and structural racism;
- Establishes accountability for the application of the Race and Social Justice Initiative within all departments and *all* leaders as it is the foundation for building more inclusive leadership practices; and
- Treats systems like systems, people like people, and differentiates between information (objects) and people (subjects).

Anti-Harassment IDT Membership

Membership is composed of representation from employee groups including: Seattle Office for Civil Rights, City Attorney's Office, Mayor's Office, City Councilmember Mosqueda's Office, Legislative Branch, Labor, Race and Social Justice Affiliates, Race and Social Justice Initiative Core/Change Team Leads, City Investigator, Human Resources Representatives from City Departments, the Coalition of Affinity Groups Against Racial Harassment, Seattle Silence Breakers and Seattle Department of Human Resources (SDHR).

The membership of the Anti-Harassment IDT was determined based on recommendations of the Mayor's Office, Council, SDHR, SOCR, Labor, and employee groups.

City of Seattle Employee Data

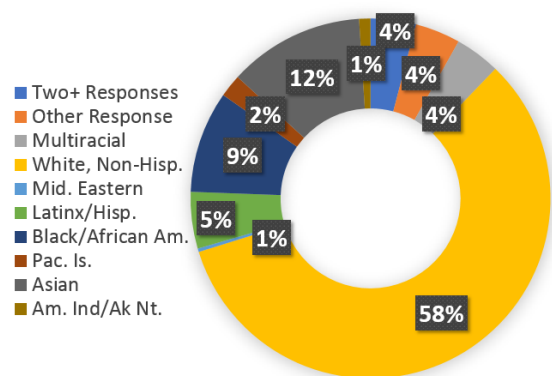
City Employee Data: Workplace Discrimination and Harassment

The Office for Civil Rights led two data collection efforts from April to June 2018, to assess and better understand employee experiences of harassment in the workplace. The first is the biennial Race and Social Justice Initiative (RSJI) Employee Survey, which included for the first time, questions directly related to racial and gender-based harassment. The second was a series of focus groups with current and former City of Seattle employees who have witnessed or experienced harassment in the workplace. Both efforts investigate the intersections between race and gender to understand and center the experiences of those most impacted by discrimination and harassment. Findings and a high-level analysis can be viewed in Appendices 2 and 3 of this report. Detailed findings from the complete RSJI Employee survey can be obtained from the Office for Civil Rights.

RSJI Employee Survey

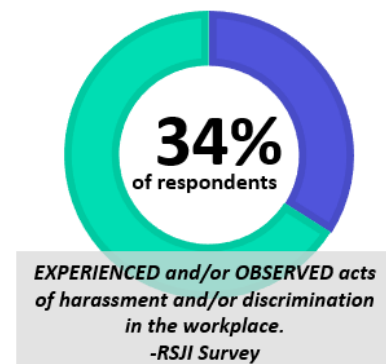
The RSJI Employee Survey obtained a thirty percent response rate of all employees with a total of 4,231 participants. Survey results highlight disparate experiences of employees across race and gender and a substantial gap in reporting. Findings indicated profound and pervasive patterns related to a perceived lack of safety and lack of knowledge or trust concerning the complaint process.

Of the more than 4,000 employees who completed the survey, 34 percent stated that they have experienced or observed an incident of workplace harassment in the last 12 months. Experiences reported range from unwanted touching, to derogatory comments about race or gender², to different treatment, and threats of retaliation, among others. Across the board, those who reported experiencing or observing harassment while on the job overwhelmingly chose not to seek help, often for fear of retaliation or inaction, or disbelief that their experiences constituted a reportable offense.



RSJI Employee Survey Participation By Race

Figure 1 2018 RSJI Employee Survey



² Quantitative gender data in this section only includes female and male respondents, due to the small number of who identified as transgender, nonbinary, or multiple genders. The experiences of these respondents, many of whom shared stories about harassment and different treatment, will be further discussed in the full report of the RSJI Survey.

Overarching survey themes related to reporting /underreporting of discrimination and harassment include:

- Mistrust of the Human Resources (HR) Process
- Mistrust of Management
- Fear of Retaliation
- Lack of Transparency
- Ageism
- Lack of Awareness of Reportable Offenses
- Racial and Gender Bias in Hiring and Promotion



In addition, survey results demonstrate that race and gender are powerful indicators of an employee’s experience of workplace culture, and their risk of enduring harassment in the workplace. This is illustrated in figures 2 and 3, which show great disparity between the experiences and perceptions of women of color and white men regarding managerial support for a harassment-free workplace, and the fair and equal treatment of employees, regardless of race.

Percent of respondents that DO NOT believe management consistently demonstrates support for a workplace free of harassment.

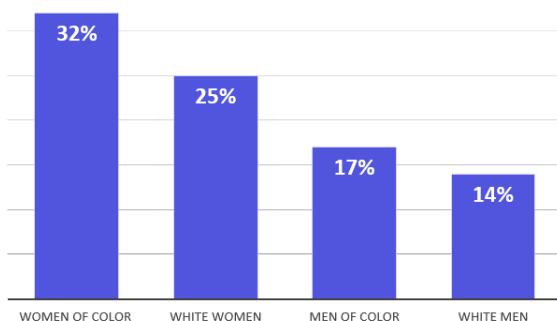


Figure 2 2018 RSJI Employee Survey

Percent of respondents that AGREES management gives fair and equal treatment to all employees, regardless of race.

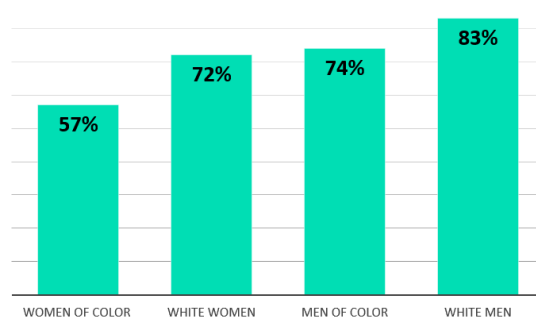


Figure 3 2018 RSJI Employee Survey

Disparities across race and gender are further exemplified in figures 4 and 5. Women of color reported experiencing different treatment based on race and gender at 29% and 30%, respectively. White women reported experiencing different treatment based on race and gender at 7% and 37%, respectively. While white women respondents reported experiencing gender harassment at a slightly higher rate than women of color, the latter experience racial harassment at a significantly higher rate than all other respondents. In other words, women of color respondents experience compound forms of harassment, in which their race *and* gender are targeted.

Percent of respondents that EXPERIENCED different treatment due to their race/ethnicity.

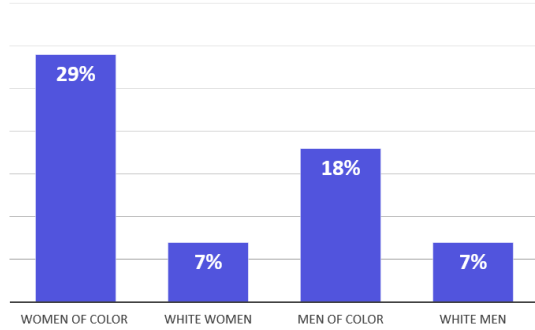


Figure 4 2018 RSJI Survey

Percent of respondents that EXPERIENCED different treatment due to their gender.

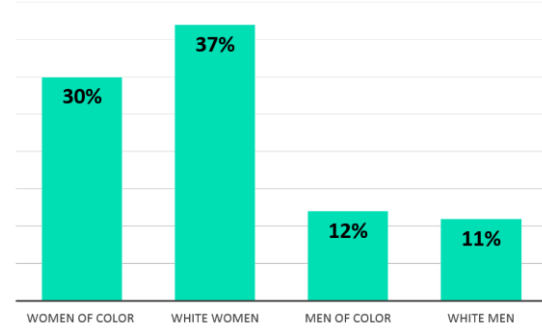


Figure 5 2018 RSJI Survey

Racial harassment impacts men of color as well. Men of color respondents reported experiencing different treatment due to their race or ethnicity at 18%, compared to 7% of white men (Figure 4). This further underscores the salience of race in the experience and perception of harassment, and points to the need to employ a racial equity framework in strategies to resolve and prevent harassment in the workplace.

The 2018 RSJI survey informs us that over 30% of respondents experienced or observed a form of racial or gender harassment in the workplace in the last 12 months. While this does not constitute a majority, it is a significant enough percentage to instigate true pause. Many of those who reported experiencing harassment felt unable or unwilling to seek help through formal channels due to a lack of understanding of the reporting process, or fear of retaliation, mismanagement, or inaction.

Focus Groups

Focus group data was collected from a total of six groups inclusive of 45 participants. The groups selected to participate in the focus group series included the Coalition of Affinity Groups Against Racial Harassment, the Seattle Silence Breakers, RSJI Change Team Leads, Seattle Fire Department and Seattle Police Department, Citywide Human Resources Representatives, and the RSJI Sub-Cabinet. Data collected from the focus groups was consistent with that of the RSJI survey and helped to give voice to personal narratives of how employees experience discrimination and harassment in the workplace.

Employees communicated an overall distrust in the effectiveness, ability, and platforms in place to provide reliable, timely, and appropriate accountable support to employees experiencing harassment. Participants shared a clear aversion to filing a formal report (favoring the support of colleagues Figure 6) out of fear of retaliation and isolation and lacked confidence in the structures' willingness and capacity to respond to concerns that do not fall into the narrow constraints of legal definitions of harassment. This was coupled with a perception that management, HR and SDHR have historically prioritized the needs of the institution over employee well-being. Participants also reported a lack in fairness and equity within City departments, reflected in formal investigation outcomes, who has access to upward mobility and career advancement, and who is afforded safe and healthy work environments.

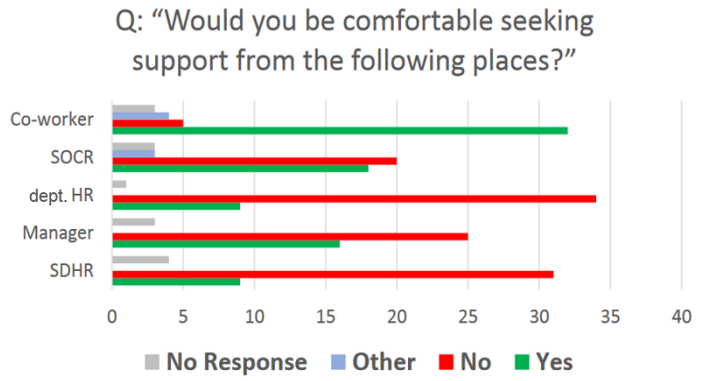


Figure 6 Discrimination and Harassment Focus Group

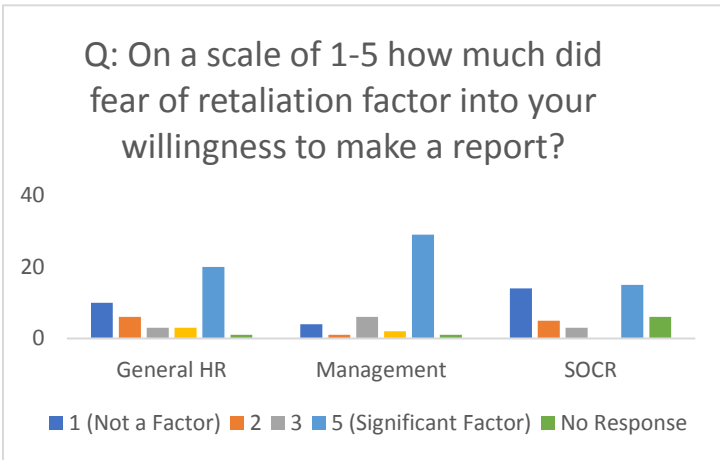


Figure 7 Discrimination and Harassment Focus Group

Lastly, focus group participants spoke of a need to be heard, to be taken seriously, and to have their grievances met with appropriate action. They overwhelmingly supported the creation of an independent advocate system that would provide confidential, timely, transparent assistance and support to City employees who have experienced harassment.

"I would rather quit than do a formal intervention."
-Focus Group Participant

"As a white person, I get more support than a POC (person of color)."
-Focus Group Participant

Approach to the Creation and Implementation of Recommendations

Approach

In approaching the creation and application of recommendations, the IDT expects that improvements to workplace discrimination and harassment prevention efforts will include the following:

1. **Anti-Racist and Anti-Racism practices.** Racism is consciously and systemically created and needs to be addressed by understanding what it is, where it comes from, how it functions and why it is perpetuated before engaging in meaningful change³.
2. **Restorative Practices**²⁰. Restorative Practices apply strategies to build social capital and achieve social accountability through shared learning and decision-making. Application of restorative practices aids in:
 - a. reducing crime, violence, and bullying
 - b. improving human behavior
 - c. strengthening civil society
 - d. meaningful conversation
 - e. active listening
 - f. providing effective leadership
 - g. restoring relationships
 - h. repairing harm
3. **Centering and Empowering Those Most Affected.** Acknowledge and commit to empowering/involving those groups that have been more affected by past and current inequities. For example, in the case of harassment, relevant research indicates that women and racial minority groups experience and report higher levels of harassment. Therefore, recommendations should center intersections of identity and race, such as: women of color, queer and trans people of color, people of color with disabilities, and so on, to account for groups most affected.
4. **Work Beyond Legal Definitions of Discrimination and Harassment.** Behavior that does not rise to the level of unlawful behavior but is against our values of treating each other with mutual respect, dignity, and professionalism in a culturally responsive way in the workplace must be understood, acknowledged and appropriately addressed.
5. **Accountability Measures.** Set clear, consistent, and measurable metrics to hold the work and people accountable.
6. **Accessibility and Transparency.** Be transparent and use strategies to make information, resources, and tools accessible and easy to understand. Make all information available in an online format with multiple communication options open for employee feedback.

“The system corrects itself to racism.”

-Focus Group Participant

³ The People’s Institute for Survival and Beyond. “Undoing Racism”. Web. 2009. July 1, 2018

7. **Improving Workplace Culture.** Apply an understanding that culture provides restorative and essential devices for policies to be effective. In other words, workplace culture is essential to change management. To effect change through policy, we must create workplaces in which dignity, respect, care, and compassion can be nurtured and developed.
8. **Trauma-Informed Care Strategies.** It's essential that workplaces be emotionally, psychologically, and physically safe as oppression is traumatic. Trauma-Informed Care strategies can be used as an organizational structure and treatment framework to create space for better understanding, recognizing, and responding to the effects of all types of trauma and as a modality that helps remedy that brutality of oppression¹ (e.g., racism, sexism, transgender oppression, heterosexism, classism, ableism, ageism/adultism, religious oppression, etc.). These strategies can be used to emphasize physical, psychological, and emotional safety for employees. They can also help survivors rebuild a sense of control, empowerment, and resilience.
9. **Survivor-Centered Approaches.** Employee-centered strategies are essential to a positive work life and culture. If issues of discrimination and harassment are actively at play, a survivor-centered approach helps to apply a human rights framework to designing and developing programming that ensures – above all – that survivors' rights and needs are met.
10. **Centering Humanity.** Decenter the focus on protecting the institution from legal liability and refocus on practicing care and compassion for people being impacted by harm, discrimination, and harassment. Create space for people to bring their whole selves to the workplace. This includes people who are accused of harassment and discrimination along with complainants and bystanders.

“We need an intersectional lens in shaping the work from the top down.”

-Focus Group Participant

“You need to bring the human to human resources. You can't keep punishing people if you don't give them the tools to thrive.”

-Focus Group Participant

Recommendations

Recommendations

As a result of three months of investigating relevant research, interviews, review of industry practices and policies in other public agencies, and consideration of recommendations developed by the 2016 [United States Equal Employment Opportunity Commission \(EEOC\) Select Task Force on the Study of Harassment in the Workplace](#), the Anti-Harassment IDT developed preliminary recommendations. Due to the accelerated nature of our timeline, we offer these preliminary recommendations as a starting place to be further developed and explored. Recommendations are offered in the areas of Commitment and Accountability, Policy, Reporting, Training and Development, Continued Work, and Areas for Further Review and Consideration.

We ask that all recommendations be considered and that all the elements outlined in the Approach section of this document be applied to those that are implemented. Additionally, detailed strategies for each recommendation are documented in Appendix 1 and should be considered in adoption or application. Suggested implementation timelines are denoted, indicating when recommendations should commence in relation to Immediate - 2018, Mid Term - 2019, and Long Term - Beyond 2019.

Commitment & Accountability

A commitment to improving the work environment for our employees and creating accountability measures is required to transform our workplace culture into one that promotes a safe, harassment- and discrimination-free workplace for all. We believe that lasting change will require all levels of leadership to engage in these recommendations and model the behavior required to create a better workplace. We believe the following steps should be taken:

1. Allocate sufficient resources (financial and time) to allow for discrimination and harassment prevention efforts. *(Immediate-Mid-Long)*
2. Create a plan that actively takes steps to minimize discrimination and harassment risk factors as recommended by the United States Equal Employment Opportunity Commission (EEOC) Select Task Force on the Study of Harassment in the Workplace, and suggestions by most affected communities. *(Immediate-Mid-Long)*
3. Remediate incidents of harassment and discrimination in a manner that is prompt, consistent, and proportionate to the severity of the inappropriate, unwelcome, or illegal workplace behavior, considering obligations for progressive discipline and due process under our Personnel Rules and collective bargaining agreements. Develop and implement tools to monitor and track departmental response to these incidents. *(Immediate-Mid-Long)*
4. Implement accountability measures for appointing authorities, directors, managers, and supervisors to prevent, and utilize appropriate and timely responses to, workplace discrimination and harassment. Connect these measures to a larger accountability

framework for setting the tone for cultural change and compliance. *(Immediate-Mid-Long)*

5. Conduct regular Citywide workplace data collection (e.g., engagement, inclusion, climate, culture, resource allocation, and support services) and utilize exit surveys to monitor movement toward a workplace environment that is free of discrimination and harassment. *(Immediate-Mid-Long)*
6. Implement accountability metrics for both discrimination and harassment responses and prevention in supervisory employees' performance reviews. *(Mid-Long)*
7. Establish Citywide workplace expectations that incorporate civility standards into the City of Seattle Personnel Rules. *(Mid-Long)*
8. Partner with local and national research institutions to evaluate the City's holistic workplace discrimination and harassment prevention efforts to improve practices. *(Mid-Long)*
9. Provide a restorative framework in which to resolve harassment and discrimination cases, by encouraging the City Attorney's Office (CAO) to reduce harm to survivors by applying a racial equity toolkit to the settlement process for those types of cases. In addition, before proposing settlement provisions with individuals, the CAO should examine whether the settlement terms are more likely to cause ongoing harm to victims of discrimination such as (but not limited to): 1) agreements to voluntarily separate from employment, and 2) agreements to not reapply for employment. The option of settlements should be made available; however, survivors should be given a variety of options, including staying in their job if that is what they would like to do. Assistant City Attorneys and employee representatives negotiating on behalf of employees, should conduct a racial equity analysis, giving appropriate weight to potential negative impacts that could result to the individual survivor(s), on the workplace culture, and to the greater community. *(Immediate-Mid-Long)*

Transparency

To develop and maintain trust of the workforce, the City must develop and support robust, effective, and transparent discrimination and harassment prevention policies, procedures and practices. Such a comprehensive approach must be accessible, easily understood and widely and publicly shared. The following section provides recommendations for measures to promote an environment of open communication where information is shared in a clear, accessible, and up-to-date manner and aids to foster intentional accountability, where leadership is authentic, self-aware, fosters trusting relationships, and shows genuine care for employees.

1. Immediately update Citywide websites (internal and external) with accessible information concerning reporting discrimination and harassment, the investigation process, staff contact information, resources, related definitions, reporting retaliation, and additional information to support employees. *(Immediate-Mid-Long)*
2. Immediately investigate and propose a structure for an Ombuds function within the City. This neutral third-party is necessary to adequately address the lack of trust and

support when people report incidents of harassment.⁴ A proposal should be led by SOCR and SDHR and be completed within three months. *(Immediate-Mid-Long)*

3. Centralize, coordinate, and adequately resource Citywide intake, investigations, and oversight to ensure consistent, equitable review of complaints of discrimination, harassment, retaliation, and other alleged policy violations. *(Immediate-Mid-Long)*
4. Offer wraparound services, inclusive of aftercare, supporting employees experiencing bullying, discrimination, and harassment, with referral upon request to additional support services. *(Immediate-Mid-Long)*
5. Post and communicate quarterly to employees required discrimination and harassment prevention trainings, and provide ongoing education that ensures employees understand reporting procedures and personnel rules. *(Immediate-Mid)*
6. Support and resource continued HR consolidation to implement consistent Citywide policies, practices and procedures. *(Immediate-Mid-Long)*
7. Ensure transparency throughout the complaint reporting and investigation process, ensuring that complainant and respondent are apprised of the status at every step (and in-between steps when the process is not expedient). *(Immediate-Mid-Long)*

Policy

Although the City's formal policy meets the minimum legal standards in identifying and prohibiting illegal discrimination and harassment, it is not transformational and should be updated and improved to better support an inclusive, collaborative, and positive work environment free of harassment and discrimination, including, but not limited to, expanding the definition of experienced and observed behavior that can be reported.

1. Develop a Citywide harassment and discrimination response and prevention policy that is *easy to understand* and that is *regularly communicated* to employees. *(Immediate-Mid)*
2. State values and intent in the Preamble in the Personnel Rules. *(Immediate)*
3. Center revisions in Personnel Rules on minimizing harm to survivors and promoting anti-racist outcomes. *(Immediate)*
4. Create one Citywide workplace expectations policy for employees and one for supervisors that replaces the individual department expectations. *(Immediate)*
5. Acknowledge and address inappropriate behavior that does not amount to unlawful discrimination or harassment but is still disruptive and harmful to the work environment. Workplace behavior must be in alignment with the City's values. *(Immediate)*

Reporting

We recognize the importance of employee relationships with Human Resources in their departments as well as SDHR, and in many ways we have failed. We have failed to address

⁴ A focus group participant shared "whatever you can do to motivate hiring an ombudsperson. Not sure how you (the City) can continue business as usual when people are being hurt every day."

complaints of sexual and racial harassment, bullying, discrimination, and workplace violence effectively, consistently, and equitably, by not having consistent policies, reporting mechanisms, or approaches to intake and investigation processes. In addition, we have failed our HR staff by not providing adequate resources to conduct independent intake and investigation processes, by asking staff to perform employee relations, labor relations, employee development (training, performance management, performance improvement), and HR duties; often at the same time. This may create a conflict of interest or appearance of or actual bias, when a complaint or report of inappropriate conduct is raised.

We believe these recommendations will bridge gaps, improve intake and investigative processes, build trust, transparency and accountability in the intake and investigation processes, and, using a survivor-based approach, create equitable outcomes for all employees affected by harassment and discrimination.

1. Implement a consistent, Citywide harassment reporting system that employees know about, is fully resourced, and which accepts reports of discrimination/harassment experienced and witnessed. *(Immediate-Mid-Long)*
2. Create an advocate role, specifically, someone who is accessible before, during, and after the intake and investigation process, who is culturally competent, compassionate, RSJI-trained, and skilled in trauma-informed care and restorative practices. *(Immediate-Mid-Long)*
3. Centralize and coordinate intake and investigation oversight process for complaints. *(Immediate-Mid-Long)*
4. When findings of misconduct and discrimination/harassment are made, HR will conduct an equity analysis/review before implementing remedial action, while closely assessing complainant's short-term, mid-term, and long-term needs. *(Immediate-Mid-Long)*
5. Create trust and transparency in the investigation process by establishing consistent, ongoing communication points throughout the process including but not limited to in-person meetings and follow up reports. *(Immediate-Mid-Long)*
6. Establish accountability measures/reports to the executive department and employees. *(Immediate-Mid-Long)*
7. Create and operationalize an evaluation/audit process for measuring effectiveness, satisfaction, and unintended negative outcomes of the investigation process including experiences of oppression¹ (e.g., racism, sexism, transgender oppression, heterosexism, classism, ableism, ageism/adultism, religious oppression, etc.). *(Immediate-Mid-Long)*

Training & Development

Training and development opportunities are only one piece of comprehensive efforts to address and prevent discrimination and harassment in the workplace. Training should be supported at all levels, repeated, and reinforced on a regular basis, and provided to all City employees. It should be interactive, delivered in person, and conducted by trainers versed in

race and social justice principles, and it should be informed by employee and/or workplace discrimination and harassment data, routinely evaluated, and updated as necessary.

Training programs should be developed and reviewed in consult with SOCR, the SDHR Workforce Equity Division, and related intake and investigations representatives to ensure curriculum and programming is built on a foundation of race and social justice principles.

1. Require all employees to complete a comprehensive training program supporting discrimination and harassment prevention efforts. *(Immediate-Mid-Long)*
2. Require, an 8-hour (minimum), refresher training for all employees semi-annually after initial in-depth training. Appointing authorities to require additional training as necessary to meet the Commitment and Accountability recommendations. *(Immediate-Mid-Long)*
3. Require individuals in certain employment roles to participate in additional discrimination and harassment prevention education and training that addresses their specific role-related responsibilities and expectations. *(Immediate-Mid-Long)*
4. Develop and require specific training completion timelines with accountability /incentive measures. *(Immediate-Mid-Long)*
5. Ensure training delivery is in-person and instructor-led. *(Immediate-Mid-Long)*

Continued Work

The June 2018 recommendations are intended to launch an iterative learning process for the City which has as its goal, ending discrimination and harassment. It is important to note that while these recommendations stem from the Anti-Harassment IDT's research and investigation over a period of three months, we know this work will evolve over time as City culture shifts and new or additional feedback is gathered. As a City, we must commit to continually prioritize the prevention of, and effective response to, workplace discrimination and harassment if we are to have a work environment in which every employee can thrive. To that end, we recommend the following as initial follow up:

1. Appoint a committee to continue work on addressing and preventing anti-discrimination and anti-harassment into 2019. *(Immediate-Mid-Long)*
2. Apply a racial equity analysis and/or a Racial Equity Toolkit to proposed Citywide anti-discrimination and harassment strategies, policies, projects, trainings, content, and related decisions. *(Immediate-Mid-Long)*

Areas for Further Review & Consideration

As the Anti-Harassment IDT has been working on an expedited schedule, there is a great need for further work, review, and consideration. This section delineates some potential strategies, opportunities for collaboration.

1. Request that SOCR investigate and make related recommendations on the ability to utilize RSJI Training, Core Team program and RSJI membership to support the

development and facilitation of RSJI training and education connecting to discrimination and harassment prevention efforts.

2. Request that SDHR and SOCR investigate and make related recommendations concerning formalizing City and department support and funding for employee affinity and caucus groups.
3. Partner with the City Attorney's Office to conduct an additional review and make recommendations related to City practices for conducting settlements, non-disclosure agreements, and required training for Assistant City Attorneys. Emphasis will be placed on ensuring agreements and specific terms are not punitive to survivors or have an unintended racial impact on City of Seattle employees.
4. Request that SOCR review and consider support necessary to conduct regular educational sessions to support ongoing education and facilitated discussions on topics related to discrimination and harassment.
5. Examine SDHR's ability to intervene, audit, and hold individual departments accountable for practicing equitable treatment and employee support practices. Ensure a similar function exists to hold SDHR accountable for the same functions.
6. Explore the potential creation of an oversight group, composed of SOCR, Workforce Equity, and Intake/Investigations representatives to guide and approve training foundations, development, requirement, and implementation related to discrimination and harassment training and development.
7. Examine and address potential conflicts of interest of Human Resources for SDHR, located in the same department. Reposition the HR of HR function within the City of Seattle organization to be able to hold SDHR accountable for following HR practices, requirements, trainings of staff, etc.
8. Research, create, and resource Citywide advocacy positions to provide employees with direct information, resources, and advisement on experiencing, witnessing, and reporting discrimination and/or harassment.
9. Explore and consider the development of an employee appeals board to consider appeals to claims of discrimination and harassment.
10. Explore collaboration and referral opportunities by SOCR when complaints don't rise to the level of a legal violation but may implicate HR policies and workplace expectations, to Department Human Resources or SDHR.

Definitions

Definitions

Definitions used to describe a common language and shared terminology:

- 1) **Advocate/Advocacy Based Model**- An advocate/advocacy-based model includes individual(s) who interact closely with employees impacted by discrimination and harassment in the workplace and support them in several ways. Advocates are not mandatory reporters (i.e., have no obligation under personnel rules to report instances of harassment or discrimination shared with them), practice trauma-informed care and offer a wide range of services, from navigating the reporting process, referral to resources to emotional support.
- 2) **Bullying**⁵ – Workplace bullying is a pattern of behavior that harms, intimidates, undermines, offends, degrades, or humiliates an employee, possibly in front of other employees, clients or customers. It is a serious health and safety issue. The targets of bullying may suffer from physical and mental health problems that can last for many years. Bullying situations may involve:
 - a) Bosses or supervisors against their subordinates.
 - b) Employees against their peers.
 - c) A group of co-workers targeting another worker (mobbing).
 - d) Corporations/institutions, when bullying is entrenched in an organization and becomes accepted as part of the workplace culture.

Workplace bullying often involves an abuse or misuse of power. Bullying behavior creates feelings of defenselessness and injustice in the target and undermines an individual’s right to dignity at work.

- 3) **Culture**⁶- A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors, and styles of communication.
- 4) **Discrimination (Personnel Rules)**⁷ – Any act, by itself or as part of a practice, which is intended to or results in different treatment or differentiates between or among individuals or groups of individuals by reason of race, color, age, sex, marital status, sexual orientation, gender identity, political ideology, creed, religion, ancestry, national origin, honorably discharged veteran, or military status; or the presence of any sensory, mental, or physical disability.
- 5) **Discrimination (EEOC)**⁸- [In the United States] the law makes it illegal to discriminate against someone based on race, color, religion, national origin, or sex. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate applicants' and employees' sincerely

⁵ Washington State Department of Labor & Industries. “Workplace Bullying: What everyone needs to know about workplace bullying.” Web.

⁶ Institute for Democratic Renewal and Project Change Anti-Racism Initiative. “A Community Builder’s Tool Kit.” Web. 1998.

⁷ City of Seattle. “Personnel Rules Preamble.” Seattle Department of Human Resources. Web. Revised 2017.

⁸ U.S. Equal Employment Opportunity Commission. Web.

held religious practices, unless doing so would impose an undue hardship on the operation of the employer's business.

- 6) [Discrimination and Harassment \(WA State\)](#)⁹ - The Washington Law Against Discrimination is broader and prohibits discrimination and harassment on the basis of race, color, creed (religion), national origin, sex, marital status, age (40 to 70 years), sexual orientation, honorably discharged veteran or military status, or the presence of a physical, mental, or sensory disability (including HIV/Hepatitis C) and the use of trained guide dog or service animal.
- 7) [Harassment \(Personnel Rules\)](#)¹⁰-may include but is not limited to verbal or physical conduct toward an individual because of his or her race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, age, disability, marital status, families with children status, veteran status, or political ideology, or that of his or her relatives, friends or associates, when such harassing conduct has the purpose or effect of unreasonably interfering with an individual's work performance or otherwise adversely affects an individual's employment opportunities. The term includes sexual harassment.
- 8) [Harassment \(EEOC Report\)](#)¹¹- is defined as unwelcome or offensive conduct in the workplace that:
 - a) is based on sex (including sexual orientation, pregnancy, and gender identity), race, color, national origin, religion, age, disability, and/or genetic information; AND
 - b) is detrimental to an employee's work performance, professional advancement, and/or mental health.
- 9) [Implicit Bias](#)¹²- Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases regarding race, gender, sexual orientation, age, religion, and other topics.
- 10) [Institutional Racism](#)¹³- Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.

⁹ Wing Luke Civil Rights Unit Washington State Office of the Attorney General Bob Ferguson. "Civil Rights Resource Guide." Web. 2015.

¹⁰ City of Seattle. "Personnel Rules Preamble." Seattle Department of Human Resources. Web. Revised 2017.

¹¹ US Equal Employment Opportunity Commission. "Select Taskforce on the Study of Harassment in the Workplace". Print. 2016.

¹² Staats, C. and Patton, C. "State of the Science Implicit Bias Review 2013." Kirwan Institute, The Ohio State University. Web. 2013.

¹³ Potapchuk, M., Et. al. "Flipping the Script: White Privilege and Community Building." MP Associates, Inc. and the Center for Assessment and Policy Development (CAPD). 2005. Web.

- 11) **Intersectionality**¹⁴- Understanding that exposing [one's] multiple identities can help clarify the ways in which a person can simultaneously experience privilege and oppression. For example, a Black woman in America does not experience gender inequalities in the same way as a white woman, nor racial oppression identical to that experienced by a Black man. Each race and gender intersection produce a qualitatively distinct life.
- 12) **Minoritized**- Groups or individuals holding identities (such as race, religious creed, nation of origin, sexuality, and gender) which are socially constructed to be pushed to the margins based on social constructs out of their control, resulting in less power or representation compared to other members or groups in society.
- 13) **Oppression**¹⁵- The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness. Oppression fuses institutional and systemic discrimination, personal bias, bigotry, and social prejudice in a complex web of relationships and structures that saturate most aspects of life in our society.
- 14) **Prejudice**¹⁶- A pre-judgment or unjustifiable, and usually negative, attitude of one type of individual or groups toward another group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.
- 15) **Power**¹⁷- Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. Although power is often conceptualized as power over other individuals or groups, other variations are power with (used in the context of building collective strength) and power within (which references an individual's internal strength). Learning to "see" and understand relations of power is vital to organizing for progressive social change.
- 16) **Racial Disparity**- Differences in outcomes or community conditions based on race. Examples include different outcomes in health, education, environment, and criminal justice outcomes based on race.
- 17) **Racial Equity**¹⁸- Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices,

¹⁴ Intergroup Resources. "Intersectionality." Safe Places for the Advancement of Community and Equity. Web. 2012.

¹⁵ Adams, M., Et.al. Teaching for Diversity and Social Justice: A Sourcebook. Second Edition. New York: Routledge. Print. 2007.

¹⁶ Institute for Democratic Renewal and Project Change Anti-Racism Initiative. "A Community Builder's Tool Kit." Claremont Graduate University. Web. 1998. www.racialequitytools.org/resourcefiles/idr.pdf

¹⁷ Intergroup Resources. "Intersectionality." Safe Places for the Advancement of Community and Equity. Web. 2012. www.intergroupresources.com/intersectionality/

¹⁸ Center for Assessment and Policy Development. "Racial Equity and White Privilege." www.capd.org

attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

- 18) [Racial Justice](#)¹⁹ - the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all.
- 19) [Restorative Justice](#)²⁰- as a subset of restorative practices. Restorative justice is reactive, consisting of formal or informal responses to crime and other wrongdoing after it occurs.
- 20) [Restorative Practices](#)²¹ - is a social science that studies how to build social capital and achieve social discipline through participatory learning and decision-making. The use of restorative practices helps to:
 - a) reduce crime, violence, and bullying
 - b) improve human behavior
 - c) strengthen civil society
 - d) provide effective leadership
 - e) restore relationships
 - f) repair harm
- 21) [Structural Racism](#)²² - The normalization and legitimization of an array of dynamics – historical, cultural, institutional, and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in an institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.
- 22) [Survivor-Centered Approach](#)²³- a survivor-centered approach applies the human rights-based approach to designing and developing programming that ensures that survivors’ rights and needs are centered. The survivor has a right to:
 - a) be treated with dignity and respect instead of being exposed to victim-blaming attitudes.
 - b) choose the course of action in dealing with the violence instead of feeling powerless.
 - c) privacy and confidentiality instead of exposure.
 - d) non-discrimination instead of discrimination based on gender, age, race/ ethnicity, ability, sexual orientation, HIV status or any other characteristic.

¹⁹ Applied Research Center. “Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment” Report. Philanthropic Initiative for Racial Equity. 2009.

²⁰ Wachtel, T. “Defining Restorative.” International Institute for Restorative Practices. Web. 2013.

²¹ Wachtel, T. “Defining Restorative.” International Institute for Restorative Practices. Web. 2013.

²² Keleher, T. and Lawrence, K. “Structural Racism”. Aspen Institute on Community Change Race and Public Policy Conference. Web. 2004.

²³ The Global Virtual Knowledge Centre. “Survivor- Centered Approach.” United Nations Entity for gender Equality and the Empowerment of Women. Web. 2012.

- e) receive comprehensive information to help them make their own decision instead of being told what to do.
- 23) [Trauma-Informed Care](#)²⁴ - Trauma-Informed Care is an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma-Informed Care also emphasizes physical, psychological, and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment.
- 24) [Workforce Equity](#)²⁵ - Workforce equity is when the workforce is inclusive of people of color and other marginalized or under-represented groups at a rate representative of the greater Seattle area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation, and retention have been eliminated, enabling opportunity for employment success and career growth.
- 25) [White Supremacy](#)²⁶ - White supremacy is a historically based, institutionally perpetuated system of exploitation and oppression of continents, nations, and peoples of color by white peoples and nations of the European continent; to maintaining and defending a system of wealth, power, and privilege.

²⁴ Orchard Place. "Trauma Informed Care Project." Web.

²⁵ City of Seattle "Workforce Equity Strategic Plan." Print. 2016.

²⁶ Martinas, S. "Glossary of Terms." Challenging White Supremacy Workshop". Web. Fourth Revision. 1995.

Appendix

RECOMMENDATIONS FOR ADDRESSING AND PREVENTING WORKPLACE DISCRIMINATION AND HARASSMENT

Appendix 1:

Detailed Recommendations with Strategies

As a result of three months of investigating relevant research, interviews, review of industry practices and policies in other public agencies, and consideration of recommendations developed by the 2016 [United States Equal Employment Opportunity Commission \(EEOC\) Select Task Force on the Study of Harassment in the Workplace](#), the Anti-Harassment IDT developed preliminary recommendations. Due to the accelerated nature of our timeline, we offer these preliminary recommendations as a starting place to be further developed and explored. Recommendations are offered in the areas of Commitment and Accountability, Policy, Reporting, Training and Development, Continued Work, and Areas for Further Review and Consideration.

We ask that all recommendations be considered and that all the elements outlined in the Approach section of this document be applied to recommendations that are implemented. Detailed strategies are offered and should be considered in adoption or application of each recommendation. Suggested implementation timelines are denoted, indicating when recommendations should commence in relation to Immediate-2018, Mid Term- 2019, Long Term- Beyond 2019.

Commitment and Accountability

A commitment to improve the work environment for our employees and accountability measures is required to transform our workplace culture into one that promotes a safe, harassment- and discrimination-free workplace for all. We believe that lasting change will require all levels of leadership to engage in these recommendations and model the behavior required to create a better workplace. The following strategies are recommended to drive leadership commitment and accountability to promote a workplace free from discrimination and harassment.

- 1. Allocate sufficient resources (financial and time) to allow for discrimination and harassment prevention efforts. (Immediate-Mid-Long)**
 - a. Determine and establish Citywide funding, staffing, time, and resourcing required to address prevention efforts equitably across departments.
 - b. Develop, support, and resource Citywide advocates.
 - c. Develop a means by which departments can be audited, assessed and held accountable for providing sufficient staff time devoted to prevention efforts.
 - d. Develop accountability measures for directors, managers, and supervisors to prevent and/or respond to workplace discrimination/harassment and to have a larger accountability for setting the tone for cultural change and compliance.
 - e. Ensure employees with work schedules outside of the standard 8-5 M-F work week and those who work at remote locations and work sites, have equitable access to training and related prevention programs/efforts.

- f. Ensure harassment- and discrimination-free workplace for interns by proactively monitoring work environment, the intern experience, and the behavior of co-workers and supervisors. Create easily accessible, open and safe reporting channels for interns.
 - g. Use party from outside of department to perform audit and assessment of departmental practices related to addressing harassment and discrimination.
 - h. Create and fund adequate support staff working in intake and investigations.
- 2. Create an action plan that actively takes steps to minimize discrimination and harassment risk factors as recommended by the United States Equal Employment Opportunity Commission (EEOC) Select Task Force on the Study of Harassment in the Workplace, and suggestions by most affected communities. *(Immediate-Mid-Long)***
- a. Establish and empower an anti-discrimination and harassment assessment IDT, to update risk factors to include a race and social justice analysis and to hold departments accountable to submitting and implementing plan.
 - b. Fund, hire, establish, and empower staffing to advise and assess departments' strategies and plans for implementation.
 - c. Create and fund adequate support staff working in intake and investigations/HR accountability to follow up on equitable intervention and action plans.
 - d. Have a party external to the department audit, approve, and review of plans/interventions where workplace harassment and discrimination exist.
 - e. All action plans will incorporate racial equity, workplace equity, restorative justice, and trauma-informed care.
 - f. Develop accountability process for action plans to be reviewed, approved, and audited.
 - g. Resource and create a dedicated WFE/HR/OCR data analyst position to support specific work of ongoing data collection and analysis of reporting with an emphasis on racial equity analysis.
- 3. Remediate incidents of harassment and discrimination in a manner that is prompt, consistent, and proportionate to the severity of the inappropriate, unwelcome, or illegal workplace behavior, considering obligations for progressive discipline and due process under our Personnel Rules and collective bargaining agreements. Develop and implement tools to monitor and track departmental response to these incidents. *(Immediate-Mid-Long)***
- a. Develop consistent process across departments for addressing discriminatory and harassing behavior.
 - b. Provide related training to supervisors in prevention and coaching efforts to foster cultures that do not tolerate behaviors fostering bullying, discrimination, and harassment.
 - c. Update the current process of who determines discipline to mitigate the potential for the bias and power of one individual to determine the outcome.

- d. Ensure consultants hired to conduct intake and/or investigations have similar training to city investigators (e.g., Race and Social Justice, Restorative Justice, Trauma-Informed Care, and Survivor-Centered Approach)
- 4. Implement accountability measures for appointing authorities, directors, managers, and supervisors to prevent, respond, and utilize appropriate and timely responses to workplace discrimination and harassment. Connect these measures to a larger accountability for setting the tone for cultural change and compliance. (Immediate-Mid-Long)**
- a. Create and post publicly, a transparent accountability plan with specific measurements/actions for departments, leaders, and supervisors.
 - b. Create a group inclusive of those most impacted charged with developing accountability measures for leadership and supervisors
 - c. Create an accountability process that indicates what occurs when departments, leadership and supervisors do not meet required measures.
- 5. Conduct a regular Citywide workplace data collection (e.g., engagement, inclusion, climate, culture, resource allocation, and support services) and utilize exit surveys to monitor movement towards a workplace environment that is free of discrimination and harassment. (Immediate-Mid-Long)**
- a. Define “regular” and develop a city-wide timeline for these surveys.
 - b. Connect this and coordinate this recommendation with current Workforce Equity engagement survey and exit survey.
 - c. Ensure departments are collecting Citywide data to aid in assessing and addressing instances of racial discrimination and harassment, to also include intersections of identity.
 - d. Ensure departments are creating interventions and strategy plans to address racial discrimination and harassment.
 - e. Ensure departments explicitly name and strategize how to address identified racial inequities.
 - f. Ensure comprehensive data is gathered and utilized which includes qualitative and quantitative information and applies a racial and Equal Employment Opportunity analysis to the process of question development, dissemination, use of instruments, and analysis.
 - g. Ensure data collection and usage will consider racial implications, gender, identity and intersectionality, data administrator bias, etc. that may have negative implications to supporting those most impacted by workplace harassment and discrimination.
 - h. Ensure data collection plan includes an accountability plan which is transparent in what will be done with the information and in sharing results both internally and externally.

- i. Resource and create a dedicated WFE/HR/OCR data analyst position to support specific work of ongoing data collection and analysis of reporting with an emphasis on racial equity analysis.
 - j. Create a centralized location for all department research, data, surveys, and assessments to be collected and utilized for additional research.
- 6. Implement accountability metrics for both discrimination and harassment responses and prevention in supervisory employees' performance reviews. (Mid-Long)**
- a. Review, update and implement citywide performance review system (E3) with all departments, including 360-degree reviews for people-managers.
 - b. Develop citywide core competencies specific to work to be conducted on the response and prevention of discrimination and harassment.
 - c. Ensure all departments are utilizing the same consistent performance review system.
 - d. Connect metrics to accountability action plans as appropriate.
- 7. Establish workplace expectations that incorporate civility standards into the City of Seattle Personnel Rules. (Mid-Long)**
- a. Charge a continuing Anti-Discrimination and Harassment Interdepartmental team with developing citywide civility and workplace expectations.
 - b. Ensure departments utilize and work from consistent citywide workplace expectations.
 - c. Departments will regularly update and communicate workplace expectations and ensure employee access to most recent documents and understand what changes have been made.
 - d. Departments will post online the most relevant documents that employees are asked to be accountable for.
 - e. Provide adequate and consistent education to support the understanding of workplace expectations.
 - f. A central organization/entity such as the Office for Civil Rights, Human Resources, Workforce Equity, Intake and Investigations, Ethics, etc., or joint coordinating entity will be consulted to create and review expectations. This organization will be engaged when expectations are updated and reviewed on a regular basis.
 - g. Empower, resource, and hire dedicated staff to analyze, assess, and consult on departmental workplace expectation plans.
- 8. Partner with local and national research institutions to evaluate the City's holistic workplace discrimination and harassment prevention efforts to improve practices. (Mid-Long)**

- a. Ensure ongoing research is conducted to study the progress being made in addressing workplace harassment and discrimination in the City.
 - b. Create a centralized location for all department research, data, surveys, and assessments to be collected and utilized for additional research.
- 9. To provide a restorative framework in which to resolve harassment and discrimination cases, encourage the City Attorney's Office (CAO) to reduce harm to survivors by applying a racial equity toolkit to the settlement process for those types of cases.**
(Immediate-Mid-Long)

In addition, before proposing settlement provisions with individuals, the CAO should examine whether the settlement terms are more likely to cause ongoing harm to victims of discrimination such as (but not limited to): 1) agreements to voluntarily separate from employment, and 2) agreements to not reapply. The option of settlements should be made available; however, survivors should be given a variety of options, including staying in their job if that is what they would like to do. Assistant City Attorneys and employee representatives negotiating on behalf of employees, should conduct a racial equity analysis, giving appropriate weight to potential negative impacts that could result to the individual survivor(s), on the workplace culture, and to the greater community.

Transparency

To develop and maintain trust by the workforce, the City must build a more robust, effective, and transparent discrimination and harassment prevention program. This program should include behavioral, structural, procedural, and substantive transparency to establish a culture of understanding, clarity, and accountability. The following section provides recommendations for measures to promote an environment of open communication where information is shared in a clear, accessible, and up-to-date manner and aids to foster intentional accountability, where leadership is authentic, self-aware, fosters trusting relationships, and shows genuine care for employees.

- 1. Apply Racial Equity Analysis and Racial Equity Toolkit(s) to Citywide anti-discrimination and harassment proposed strategies, policies, projects, trainings, content and related decisions.** *(Immediate-Mid-Long)*
 - a. Determine ongoing racial equity impact and make related updates of recommendations, trainings, policy, and programs.
 - b. Ensure review and accountability is associated with the application of a racial equity analysis for each recommendation and related strategy.
 - c. Ensure representatives from groups most impacted are included in development and evaluation. This could also take the form of a third-party hotline that would allow for anonymous tracking of all complaints and provide transparent updating of the status of any complaint that has an identified complainant.

- d. Provide educational materials and resources in multiple formats and ensure accessibility of materials.
 - e. Provide and communicate all entry points for reporting discrimination and harassment, both experienced and witnessed.
- 2. Immediately investigate and propose a structure for an Ombuds function within the City. This neutral, third-party is necessary to adequately address the lack of trust and support people experience when they report incidents of harassment.²⁷ A proposal should be led by SOCR and SDHR and be completed within three months. The Ombuds function will address these overarching concerns: *(Immediate-Mid-Long)***
- a. Be an advocate for employees
 - b. Be independent (of the executive)
 - c. Address concerns that employees have that may not rise to the level of a full investigation
 - d. Offer support
 - e. Be trauma-informed
 - f. Follow up with employees throughout the process
 - g. Offer confidential support (they will not be a mandatory reporter)
 - h. Listen with empathy
 - i. Engage in harm reduction
 - j. Communicate with regular updates and completely respond to my questions.
 - k. Help to hold leadership accountable
- 3. Centralize, coordinate, and adequately resource Citywide intake, investigations, and oversight to ensure consistent, equitable review of complaints of discrimination, harassment, retaliation, and other alleged policy violations. *(Immediate-Mid-Long)***
- a. All complaints received by mandatory reporters must be referred to HR for intake/investigation.
 - b. All complaints and resulting actions must be recorded in a centralized location.
 - c. Employees may elect to have SDHR or an outside investigator handle their complaint if they raise concerns about their own HR.
 - d. SDHR should review current RSJI Employee discrimination and harassment survey results.
 - e. Survey results should be used as a baseline to measure changes in employee satisfaction in the reporting process.
 - f. Establish a feedback tool for employees to document experience and satisfaction level with the reporting process.
 - g. SDHR and department HRs to undertake equity analysis on current progressive disciplinary processes and make adjustment to address inequities.

²⁷ A focus group participant shared “whatever you can do to motivate hiring an ombudsperson. Not sure how you (the City) can continue business as usual when people are being hurt every day.”

- h. Normalize new Citywide workplace expectations
 - i. Create a Citywide understanding of harassment, discrimination, etc.
 - j. Increase number of investigators to meet current need. Investigators should cover RSJI competency requirements
4. **Offer wraparound services, inclusive of aftercare, supporting employees experiencing bullying, discrimination, and harassment, with referral upon request to additional support services.** *(Immediate-Mid-Long)*
 - a. Update Employee Assistance Program (EAP) resources to include support for individuals experiencing bullying, discrimination, and harassment.
 - b. Ensure service providers in EAP are representative of the demographics of those most impacted by discrimination and harassment.
 - c. Review current and pending partnerships with local organizations to provide additional support for employees experiencing, bullying, discrimination, and harassment.
 - d. Partner with related service providers to provide developmental training to HR representatives to better support employee needs.
 - e. Ensure after care support is provided and available
 5. **Post and communicate quarterly to employees required discrimination and harassment prevention trainings and provide ongoing education that ensures employees understand reporting procedures and the personnel rules.** *(Immediate-Mid)*
 - a. Create and provide supplemental materials to employees explaining policies, reporting options, etc.
 - b. Provide regular trainings to employees throughout City career about anti-discrimination, anti-harassment, and anti-racism.
 6. **Support and resource continued HR consolidation to implement consistent citywide policies, practices, and procedures.** *(Immediate-Mid-Long)*
 - a. Ensure employees receive consistent processes, procedures, resources, and support as it relates to bullying, discrimination, and harassment.
 7. **Ensure transparency throughout the complaint reporting and investigation process, ensuring that complainant and respondent are apprised of the status at every step (and in-between steps when the process is not expedient).** *(Immediate-Mid-Long)*

Policy

Although the City's formal policy meets the minimum legal standards in identifying and prohibiting illegal discrimination and harassment, it is not transformational and should be updated and improved to better support an inclusive, collaborative, and positive work environment free of harassment and discrimination, including, but not limited to, expanding the definition of experienced and observed behavior that can be reported.

1. Develop a citywide harassment and discrimination response and prevention policy that is *easy-to understand* and that is *regularly communicated* to employees.

(Immediate-Mid)

- a. Develop rules reflecting City of Seattle values; promote dignity and respect.
- b. Utilize and update all rules/policies to include gender-inclusive language.
- c. Utilize and update rules, policies, and related content to plain language, which is easy to understand and written at an accessible level.
- d. Provide translation or related services for those employees requesting additional assistance in understanding personnel rules and policies.
- e. Define “regularly” and establish communication timelines with multiple methods of communication, (beyond email and electronic) to meet the needs of all job types and learning styles.
- f. Assess city-wide resources, tools, and trainings for impact, equity, clarity, content, and accessibility.
- g. Clarify bystander roles – ability to report, protection from retaliation for reporting.
- h. Affirm that offsite harassment, including harassment on social media, is covered by the Personnel Rule.
- i. All City departments will report harassment complaints to SDHR on a regular basis (reporting to be developed and mandated).

2. State values and intent in the Preamble in the Personnel Rules. *(Immediate)*

- a. Update policy to include that the City is committed to respect, dignity, civility, and racial equity in the workplace and the greater community.
- b. Include clear statement that the City does not tolerate harassment or discrimination of any kind.
- c. Ensure cases are not taken lightly and follow through with accountability.

3. Revisions in Personnel Rules will be centered on minimizing harm to survivors and promote anti-racist outcomes. *(Immediate)*

- a. Include anti-racist/anti-biased outcomes for survivors, alleged harassers, bystanders, and others in workgroup.
- b. Investigation activities will be as least disruptive to the survivor as possible (e.g., survivor is not moved during the investigation if they so choose).
- c. Provide an opportunity for the survivor of harassment to tell their story to the appointing authority before a disciplinary decision is made, if the survivor chooses.

4. Create one Citywide workplace expectations policy for employees and one for supervisors that replaces individual department expectations. *(Immediate)*

- a. Contractors, consultants, interns, volunteers, and others who perform work on behalf of the City must abide by the same workplace expectations.
- 5. Acknowledge and address inappropriate behavior that does not qualify as unlawful discrimination or harassment but is still disruptive and harmful to the work environment. Workplace behavior must be in alignment with the City's values.**
(Immediate)
- a. Define/provide examples
 - b. Include in Citywide workplace expectations for employees and for supervisors
 - c. Include in Personnel Rules

Reporting

The following recommendations were developed to bridge gaps, improve intake and investigative processes, build trust, transparency, accountability in the intake and investigation processes, and using a survivor-based approach, create equitable outcomes for all employees affected by harassment and discrimination.

- 1. Implement a consistent, Citywide harassment reporting system that employees know about, is fully resourced, and which accepts reports of discrimination/harassment experienced and witnessed.** *(Immediate-Mid-Long)*
 - a. Develop consistent terminology and definitions to be utilized and understood in documentation in the reporting of data.
 - b. Investigate and utilize a third-party vendor software to support case management, reporting, system training, consistency, and ability to report data regularly.
 - c. Communicate to employees, utilizing multiple strategies, reporting mechanisms, explicate in reporting witnessed and experienced instances of discrimination and/or harassment.
 - d. Update Citywide web resources with up-to-date and easy-to-understand information and resources.
 - e. Provide translation services for individuals requesting to report in their preferred language.
 - f. Create centralized Citywide Intake and Investigations and accountability system, separate from internal City departments.
 - g. Require Citywide, ongoing mandatory reporting of departments quarterly.
 - h. Utilize intake and investigation software that can collect, analyze, update, and provide a consistent tool for data sharing.

- 2. Create an advocate role, specifically, someone who is accessible before and during the intake and investigation process, who is neutral, RSJI-trained, and skilled in trauma-informed care and restorative practices.** *(Immediate-Mid-Long)*
 - a. Accessible to the complainant and accused. Advocate should be accessible at any time during the process or prior to initiating the process as well as for aftercare.

- b. Advocate is a third party and neutral to the parties as selected by the complainant or subject. This person may be a dedicated City staff or outside resource.
 - c. Advocate should be present for the interviews when needed and knowledgeable of the process.
 - d. Advocate should be trained in trauma-informed care and restorative justice.
 - e. Advocate is not a mandatory reporter.
3. **Centralize and coordinate intake and investigation oversight process for complaints.**
(Immediate-Mid-Long)
 4. **When findings of misconduct and discrimination/harassment are made, HR will conduct an equity analysis/review before implementing remedial action, while assessing closely what complainant needs might be short-term; mid-term; long-term.**
(Immediate-Mid-Long)
 5. **Create trust and transparency in the investigation process by establishing consistent, ongoing communication points throughout the process.** *(Immediate-Mid-Long)*
 - a. Reporting data that is high level and reviewable by all employees
 - b. Create a process that builds trust
 - c. People are aware of process. People feel safe and comfortable utilizing the process
 - d. Add humanity back into the process
 6. **Establish accountability measures/reports to the executive department and employees.** *(Immediate-Mid-Long)*
 7. **Create and operationalize an evaluation/audit process for evaluating effectiveness, satisfaction, and unintended negative outcomes of investigation process including experiences of oppression¹ (e.g., racism, sexism, transgender oppression, heterosexism, classism, ableism, ageism/adultism, religious oppression, etc.).**
(Immediate-Mid-Long)

Training & Development

Training and development opportunities are only one fundamental piece of comprehensive efforts addressing and preventing discrimination and harassment in the workplace. Training should be: 1) supported at all levels; 2) repeated and reinforced on a regular basis; 3) provided to all those working for the City; 4) conducted by trainers versed in race and social justice (RSJ), be in-person, and interactive; and 5) should be informed by the employee/workplace discrimination and harassment data, routinely evaluated, and updated as necessary.

The following recommendations will ensure that any training and development programs lead with a race and social justice (RSJ) lens. The Office for Civil Rights, Workforce Equity, and related Intake/Investigations representatives be engaged and involved to aid in the development or review of related trainings and programs.

1. Require all employees to complete a comprehensive training program supporting discrimination and harassment prevention efforts. (Immediate-Mid-Long)

- a. A minimum, 40-hour comprehensive training program should be newly created and offered, in addition to current required RSJI and SDHR trainings.
- b. The training program is created by OCR in collaboration with SDHR, as soon as feasible.
- c. The new curriculum will be developed on racial equity principles and be inclusive of the following foundational topics:
 - i. Race, Social Justice and Workplace Expectations
 - ii. Anti-discrimination and anti-harassment
 - iii. Workplace Violence Prevention
 - iv. 3rd Party/Bystander Intervention
 - v. Bullying
 - vi. Restorative Practices
 - vii. Undoing Institutional Racism- (In collaboration with The People's Institute and SOCR)
- d. Encourage and invite Labor and Union representatives to participate in related discrimination and harassment prevention training and education efforts.
- e. Require all training data be maintained and tracked through Cornerstone. Each training will collect individual feedback to be incorporated with related metrics and data, to evaluate and improve trainings accordingly.
- f. Require all departments to identify and allocate a portion of the budget for related discrimination and harassment prevention training and related efforts, inclusive of RSJI.

2. Require a minimum 8-hour, refresher training for all employees semi-annually after initial in-depth training. Appointing Authorities to require additional training as necessary to meet the Commitment and Accountability recommendations. (Immediate-Mid-Long)

3. Require all individuals, regardless of employment roles to participate in additional discrimination and harassment prevention education and training that addresses their specific role-related responsibilities and expectations. (Immediate-Mid-Long)

- a. A focused People Manager training should cover the following topics for Supervisors, Managers, and Executive Level Leadership.
 - i. Responsibility levels in addressing discrimination and harassment

- ii. Reporting processes and requirements related to discrimination and harassment
 - iii. Supporting employees before, during and after the investigation process
 - iv. Fostering a respectful and positive work environment
 - v. How to stop retaliation
 - vi. Implicit Bias
 - vii. Trauma-Informed Care and Support
- b. Targeted Human Resources (HR) and related personnel participating in intakes, investigations, and complaint resolutions.
- i. Process and Procedures for conducting and participating in intakes and investigations
 - ii. Conducting fair and timely investigations
 - iii. Restorative Practices for the Investigation process
 - iv. Supporting the healing process
 - v. Roles and processes for supporting those involved in the process

4. Develop and require specific training completion timelines. (*Immediate-Mid-Long*)

- a. Training completion timelines, for the comprehensive training program (*Training Recommendation #1*), are recommended as follows:
- i. New Employees: Complete full program within first two weeks of city employment
 - ii. Current Employees: Complete full program by the end of 2019
 - iii. People Managers/Executives: Complete full program by the end of 2019
 - iv. Volunteers & Interns: Complete condensed overview within first two weeks of City work.
 - v. Contractors & Vendors: Complete a condensed overview
- b. Training completion timelines, for the People Manager-focused training (*Training Recommendation #2*), are recommended as follows:
- i. New People Managers/Executives: Complete two of the recommended trainings during first three weeks of assuming people manager position and participate in additional related trainings, to be completed within 6-9 months of hire.
 - ii. Current People Managers/Executives: Complete two of the recommended trainings by the end for 2019 and participate in additional related trainings within 6-9 months.
- c. Training completion timelines, focused on targeted HR staff and personnel participating in intakes, investigations, and complaint resolutions training (*Training Recommendation #3*), are recommended as follows:
- i. New Intake & Investigation Personnel: Complete three of the recommended trainings within their first three weeks of employment.

- ii. Current Intake & Investigation Personnel: Complete all of the recommended trainings by the end of 2019.
- iii. Reporting Alleged Violations

5. Ensure training delivery is in-person and instructor-led. (Immediate-Mid-Long)

- a. Hire, fund, and resource an adequate number of trainers to support discrimination and harassment prevention education efforts.
- b. Ensure trainers are versed in Race and Social Justice to be able to apply related knowledge and information to discrimination and harassment prevention education efforts.

Continued Work on Anti-Discrimination and Anti-Harassment

In June of 2018 the original IDT will submit recommendations that should begin a “virtuous cycle” of learning how to end discrimination and harassment while being mindful from a project management perspective that we will likely grow and course shift via trial and error and as culture shifts and new or additional feedback is gathered. We conclude that further work must be done to promote lasting and systemic improvements to the way harassment and discrimination issues are dealt with by the city. We recommend the following as initial follow up:

1. **Appoint a committee to continue work on addressing and preventing anti-discrimination and anti-harassment into 2019. (Immediate-Mid-Long)**
 - a. Continue to build on the foundational work of the Anti-Harassment IDT by convening an ongoing group to further develop and work on expanding recommendations and strategies.
 - b. The group should work from the foundations outlined in the Approach section of this document.
 - c. The group should include representation from employees most impacted by discrimination and harassment.
 - d. Membership should be open to a mixture of current IDT representatives and new members.

2. **Apply Racial Equity Analysis and Racial Equity Toolkit(s) to Citywide anti-discrimination and harassment proposed strategies, policies, projects, trainings, content and related decisions. (Immediate-Mid-Long)**
 - a. Determine ongoing racial equity impact and make related updates of recommendations, trainings, policy, and programs.
 - b. Ensure review and accountability is associated with the application of a racial equity analysis for each recommendation and related strategy.
 - c. Ensure representatives from groups most impacted are included in development and evaluation.

Areas for Further Review and Consideration

As the Anti-Harassment IDT has been working on an expedited schedule, there is a great need for further work, review, and consideration. The following section delineates some potential strategies, opportunities for collaboration, and areas with the potential for more conflict.

1. Request that SOCR investigate and make related recommendations, on the ability to utilize the Race and Social Justice Initiative (RSJI) Training, Core Team program and RSJI membership to support the development and facilitation of RSJI training and education connecting to discrimination and harassment prevention efforts.
2. Request that SDHR and SOCR to investigate and make related recommendations, concerning formalizing City and department support and funding for employee affinity and caucus groups.
3. Partner with the City Attorney's Office to conduct additional review and make recommendations related to City practices for conducting settlements, non-disclosure agreements, required training for City Attorneys. Emphasis will be placed on ensuring agreements and specific terms are not punitive to survivors or have an unintended racial impact on City of Seattle employees.
4. Request that SOCR review and consider support necessary to conduct regular brownbag or related conversations to support ongoing education and discussion on topics connected with discrimination and harassment prevention education.
5. Examine the Seattle Department of Human Resources (SDHR) ability to intervene, audit, and hold individual departments accountable for practicing equitable treatment and employee support practices. Ensure a similar function exists to hold SDHR accountable for the same functions.
6. Examine the potential creation of an oversight group, composed of SOCR, Workforce Equity, and Intake/Investigations representatives to guide and approve training foundations, development, requirement and implementation related to discrimination and harassment training and development.
7. Examine and address the potential conflicts of interest of Human Resources for Seattle Department Human Resources (SDHR), located in the same department. Reposition the HR of HR function with the City of Seattle organization chart to be able to hold SDHR accountable for following HR practices, requirements, trainings of staff, etc.
8. Research, create and resource Citywide advocacy positions to provide employees with direct information, resources, and advisement on experiencing, witnessing, and reporting discrimination and/or harassment.
9. Explore and consider the development of an employee appeals board to consider appeals to claims of discrimination and harassment.
10. Explore collaboration and referral opportunities by SOCR when complaints don't rise to the level of a legal violation but may implicate HR policies and workplace expectations, to Department Human Resources or SDHR.

Appendix 2:

2018 Analysis of RSJI Employee Survey, Harassment-Specific Responses



Jenny A. Durkan, Mayor
Mariko Lockhart, Interim Director

Date: June 22, 2018

To: Anti-Harassment Interdepartmental Team

From: Mariko Lockhart

Authors: Yunuen Castorena Romero, Race and Social Justice Initiative, SOCR
Marcel Baugh, Race and Social Justice Initiative, SOCR

RE: Analysis of the 2018 Employee Survey, Harassment-Specific Responses

This memorandum provides the analysis of the survey results from a set of eight questions related to harassment that SOCR added to the RSJI Employee Survey conducted in April of 2018. The purpose of these questions was to gather additional insight into employee concerns related to harassment in the City of Seattle. The questions were developed in partnership with the Seattle Human Resources Department and in consultation with the Mayor's Office, Councilmember Mosqueda and the City Attorney. We hope that this supplementary information will help inform the recommendations of the Anti-Harassment Interdepartmental Team.

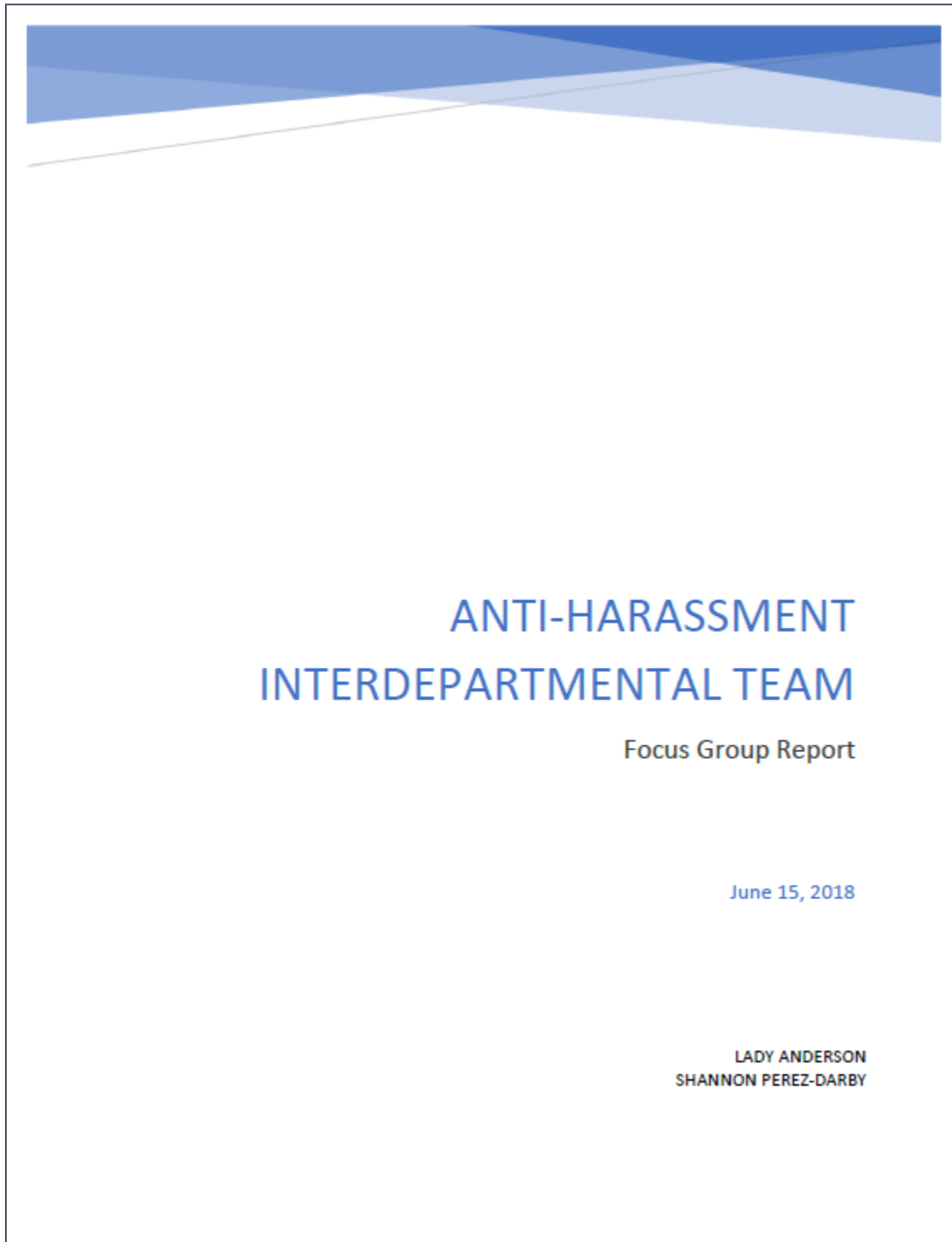
Summary

To address the impacts of racial and sexual harassment in City government, the analysis of the citywide 2018 RSJI Employee Survey data related to harassment looks at the intersections of race and gender. We highlight the marginalized voices of women of color because this intersection of identities underscores the depth and reality of the overall experiences of women in the City of Seattle. The Race and Social Justice Initiative (RSJI) team found that of respondents who identified as women of color, Asian and Black/African American women provided the highest number of qualitative responses. It should be noted that by underscoring this trend, we do not intend to minimize the voices of other vulnerable communities whose sample size may be considered statistically insignificant (e.g., gender non-conforming respondents).

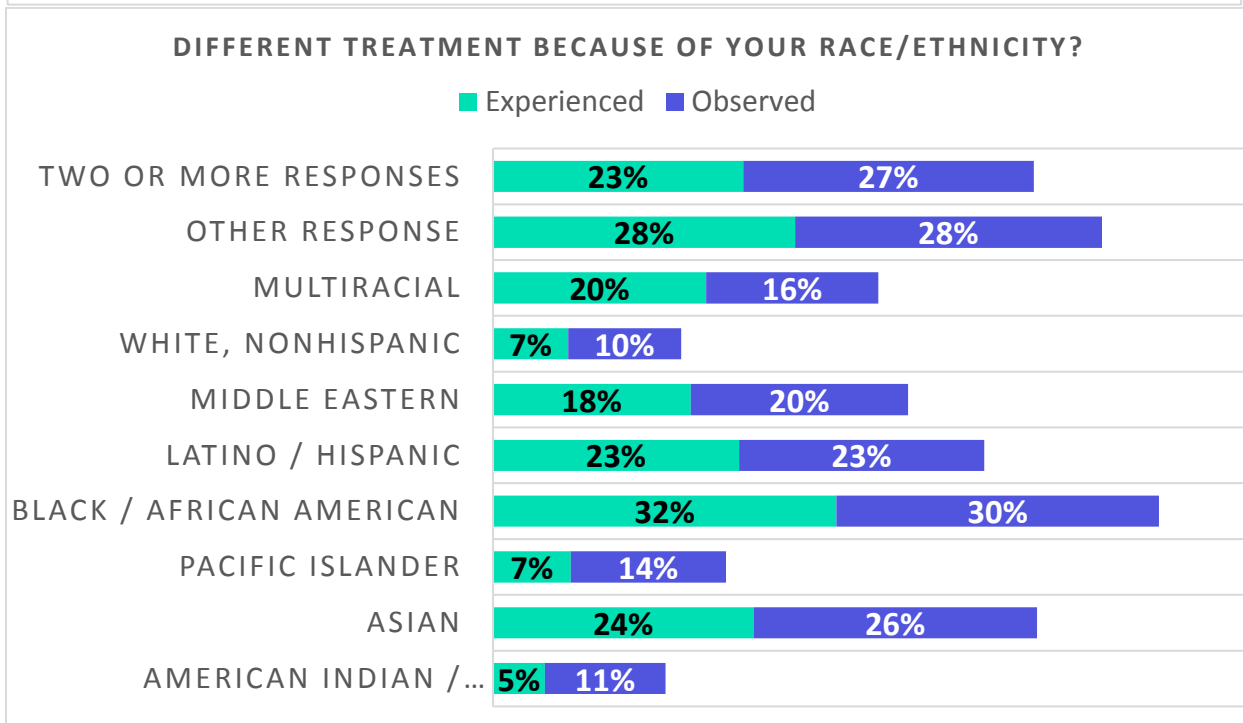
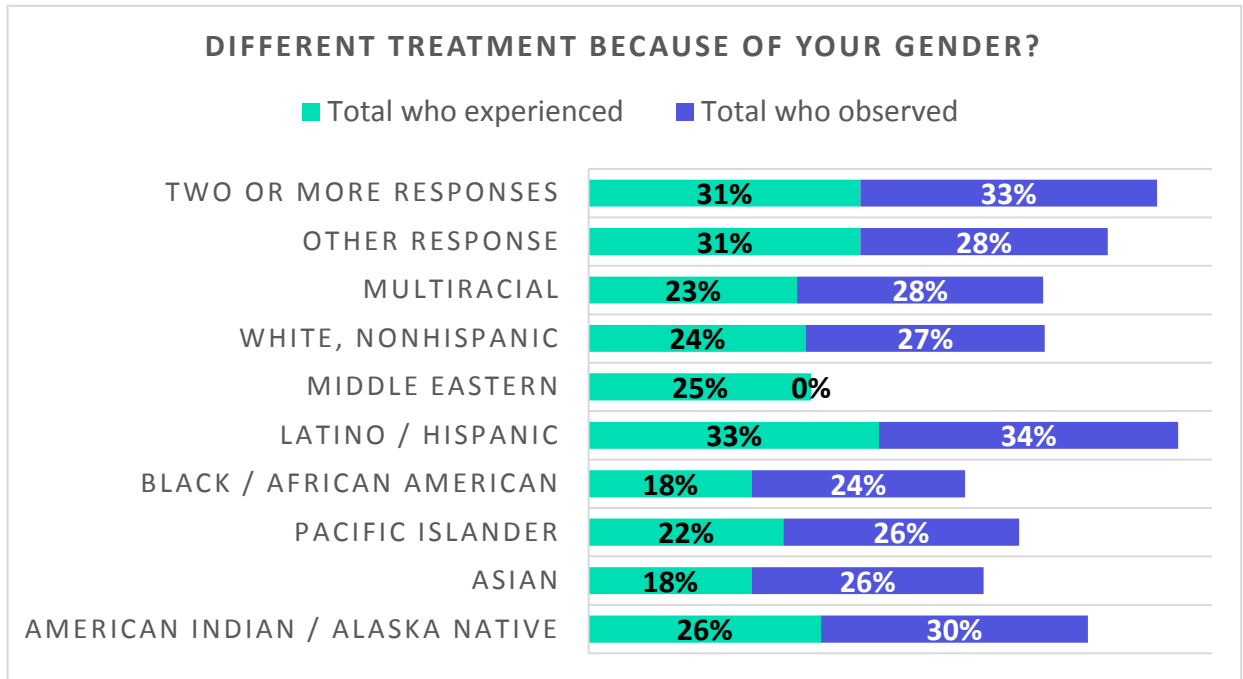
The quantitative data revealed several patterns associated with workforce equity, disparate treatment, and underreporting. Additionally, the qualitative data illuminated deep and pervasive patterns of perceived lack of safety and a lack of knowledge about complaint processes. The top themes related to harassment and reporting/underreporting were as follows:

- *Mistrust of HR process*
- *Mistrust of Management*
- *Fear of Retaliation*
- *Lack of Transparency*

Appendix 3:
Focus Group Data Report



Appendix 4:
RSJI Employee Survey Supplemental Charts



Appendix 5:

U.S. EEOC Select Task Force on the Study of Harassment in the Workplace

[\(View Link for Full Report\)](#)

